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NEW APPROACHES TO PERSONNEL MANAGEMENT

1. During the past two years, as Executive Director-Comptroller and Director, I have tried to improve personnel management in the Agency and to achieve closer and more open communications between employees and managers. In seeking these goals, I have been concerned about obtaining the best use of limited manpower resources.

2. A number of personnel decisions were made to correct specific problem areas; but it became increasingly apparent that the entire personnel system cannot be improved on a piecemeal basis. In appreciation of this fact, a personnel study group was appointed last June consisting of Directorate senior representatives and chaired by the Director of Personnel. The new approaches to personnel management recommended by this group, endorsed by the Management Committee, and approved by me are comprehensive. Their achievement depends upon the willing support of all officials and employees in the Agency.

3. In the future we will work towards greater uniformity of personnel management throughout the Agency, while retaining the necessary flexibility in the Directorates to meet their unique personnel requirements. To achieve this purpose, the following actions will be implemented:

a. To further enhance the leadership of the Deputy Directors and improve the quality of career management, the Agency's Career Services will be reduced from 23 to five:

one in each Directorate and one in the Executive area. Each Deputy Director, as Career Service Head, will have considerable latitude in deciding how he can best administer his Career Service. Each Deputy Director will be asked to re-examine present personnel structures, boards and panels under his jurisdiction in order to decide which combination of organizational arrangements would be most advantageous. For example, he will be able to keep existing career Services within his Directorate as sub-career elements; establish new internal functional career sub-groupings; or have no career units below the Directorate level.

b. Each Deputy Director, and a senior representative of the Executive Career Service, will be responsible for implementing the following sixteen-point personnel program in their unit:

- Develop and establish uniform promotion criteria.

- Establish an appropriate Directorate panel structure and procedure to conduct, at least annually, the evaluation and ranking of professional personnel.

- Provide the evaluation panels with uniform ranking criteria that will identify employees with

the highest and least potential and those in between. Normally, those having the lowest rankings will have this fact made known to them.

-- Provide for periodic review by the Deputy of evaluation activities and results.

-- In connection with Management by Objectives (MBO), APP and PDP, establish Directorate-wide personnel objectives.

-- Establish a program and criteria for the career management of supergrade personnel at the Directorate level.

-- Create a Directorate-wide counseling program which, as a minimum, would provide for the counseling of employees whenever recommended in the evaluation process. Also provide for a visible counseling source or sources that employees could go to on their own initiative in order to seek job assistance and career guidance.

-- Organize logical Groups, below Directorate level, on either a grade, function, program, etc., basis which, for their members, would implement the personnel policy guidances and instructions of the Directorate.

- Establish Directorate standards for selecting candidates to attend senior schools or courses.
- Establish Directorate policy and standards for approving external full-time and part-time training.
- Establish minimum training standards for managerial positions and for occupational positions or groups when training is considered significant for job performance and employee development.
- Provide policy to facilitate inter-Directorate transfers and rotational tours.
- Establish procedures and provide guidance for recommending Honor and Merit Awards.
- Provide a system for the annual review of supergrade personnel in Personal Rank Assignments, to effect corrective actions when needed.
- Develop procedures to handle potential surplus cases, including the following elements: counseling, consideration for retraining and/or reassignment, and notification of surplus status.
- Establish a uniform grievance procedure within the Directorate.

c. A new statement of Agency personnel policy, quoted below, has been adopted and the appropriate regulation, HR ☐ will be changed.

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"It is Agency policy to have a personnel management system that is responsive to the changing needs of the Agency and the intelligence profession. Within the personnel management system, the following principles will be applied: (a) adherence to Federal personnel policies and statutory requirements applicable to Agency activities; (b) equitable treatment of Agency personnel; (c) open and full communications in the conduct of the Agency's personnel business; (d) effective and economical use of manpower resources, through systematic personnel planning, goal setting, and integration of personnel and financial management; (e) maximum personnel usage and development consistent with Agency requirements; and (f) advancement of the most talented employees and separation of those who are either inadequate in performance or, as circumstances require, are in excess to the needs of the Agency. The personnel system will be designed and administered in a way that will provide flexibility in meeting component needs while insuring full consideration of the Agency's mission and objectives."

d. The following statement of Agency personnel objectives has been approved and will be published in Agency regulations:

-- Recruit, with full attention to equal opportunity policies, the best qualified individuals to fill personnel requirements.

-- Maintain and enhance Agency professionalism at all employee levels by the planning of future personnel requirements, the acquisition of needed skill mixes, and by the training and qualifications updating of employees (as deemed necessary to insure their qualifications-readiness for current and future assignments).

-- Increase the impact and participation of the Deputy Directors in the personnel planning and policy processes.

-- Foster open communications on the purpose and operation of important personnel policies and processes by more frequent use of Agency and component notices.

-- Provide employees with opportunities and satisfactions commensurate with their individual skills and ability.

-- Administer an employee recognition system in the Agency that uniformly emphasizes individual contributions and outputs directed to the accomplishment of Agency and lower-echelon goals.

-- Insure that systematic personal development, including rotation of professionals as practicable, is planned and acted upon.

-- Provide for the upward movement of highly talented employees, even in components where advancement room is limited.

-- Better relate training to personnel development by giving supervisors the responsibility for judging the training needs of individual employees.

-- Identify employees with the most and the least potential, through the use of an appropriate evaluation system, following Agency-wide policy and guidance. Develop better means of determining the possible use elsewhere in the Agency of those employees who are judged to have qualifications for continued employment even though they are considered surplus in a particular Career Service or component.

e. An Agency Board, consisting of the four Associate Deputy Directors, will be established to exchange information on supergrade

vacancies and prospective candidates, review nominations to fill senior openings, and work out arrangements for handling inter-Directorate development experiences.

f. The Office of Personnel will review the current "Occupational Coding System" and the "Employees Qualifications Records System" in an endeavor to create a more precise system to identify groups of employees with common occupational or functional specialties which will allow a greater opportunity for employees to compete for available vacancies.

4. There are several other procedural changes involved in the approved recommendations and these will all be announced through the publication of revised personnel regulations. It is our hope that the revisions of the personnel policy and objectives of the Agency, supported by the uniform personnel management responsibilities assigned to the Directorates, will bring about a more viable and equitable personnel management philosophy. I have asked the Deputy Directors to interest themselves personally in implementing these changes and to ensure the most full and continuing communications with their employees on the implementation of these changes within their Directorate.

W. E. Colby
Director